



Société Générale Premium Review 2013

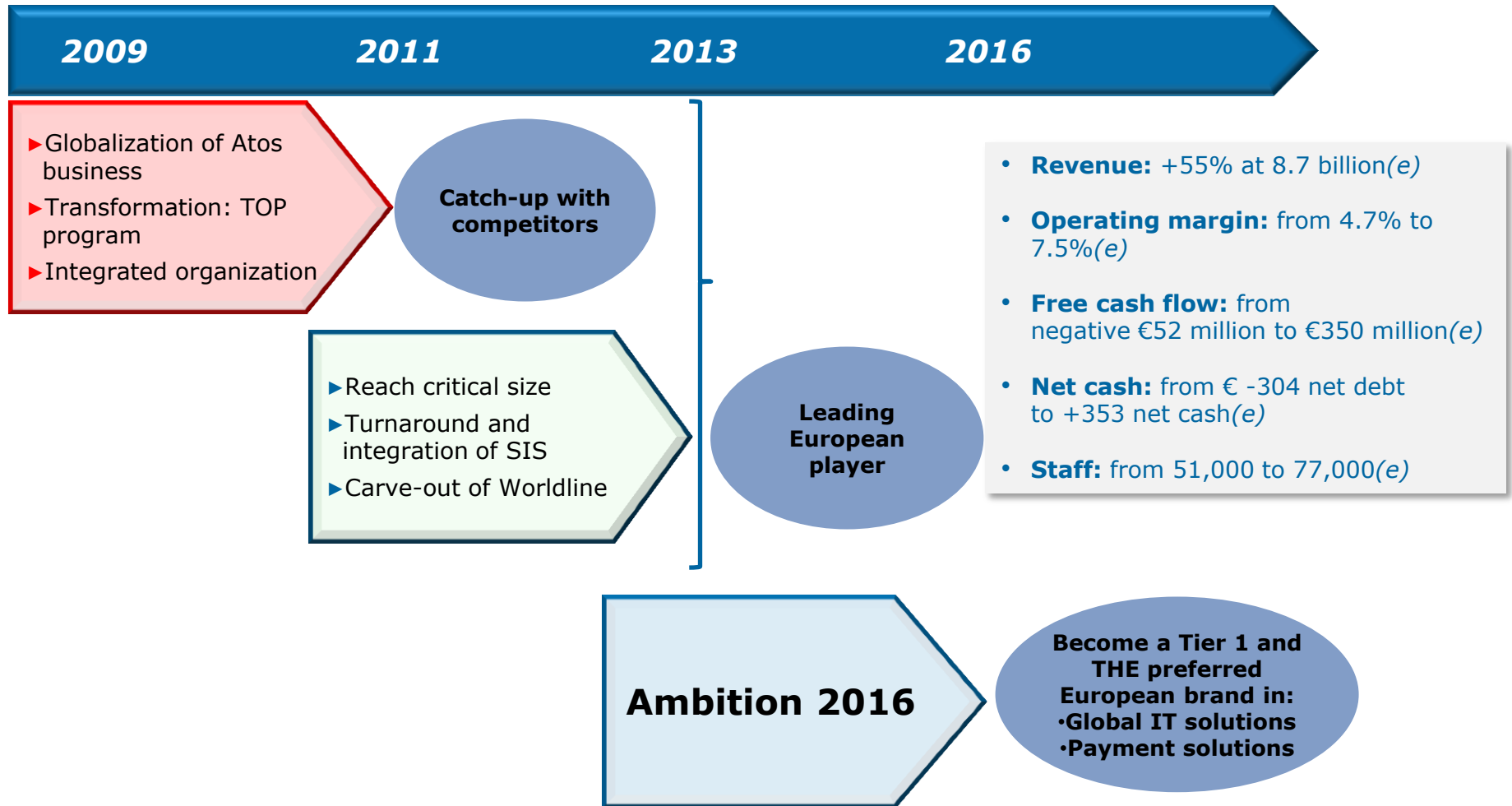
Paris

December 5th, 2013

Disclaimer

- ▶ This presentation contains further forward-looking statements that involve risks and uncertainties concerning the Group's expected growth and profitability in the future. Actual events or results may differ from those described in this document due to a number of risks and uncertainties that are described within the 2012 Reference Document filed with the Autorité des Marchés Financiers (AMF) on April 3rd, 2013 under the registration number: D13-0271 and its update filed with the Autorité des Marchés Financiers (AMF) on July 31st, 2013 under the registration number: D13-0271-A01.
- ▶ The ambition to complete the IPO of Worldline in 2014 corresponds to specific hypotheses subject to changes. At this stage, this ambition is under consideration by the Group but other options remain open. It depends on a combination of internal and external factors and no decision is made. The Group reserves its right to pursue, change, suspend or abandon this ambition at any moment depending on the circumstances. Should this ambition give rise at a later stage to a project, such a project would be then prepared, detailed, planned and finally put in place in compliance with all applicable laws and regulations. In particular, the Group would proceed in due time and in an appropriate manner with all the applicable processes with the employee representatives bodies, the processes with the relevant authorities and any other applicable process and the project could be amended or terminated in consequence.

A Group deeply transformed



Become a Tier 1 and THE preferred European global IT brand

Ambition for 2016

2016 Ambition



- ▶ Organic revenue growth: 2% to 3% CAGR over the 2014-2016 period
- ▶ Operating margin improvement between 100bps and 200bps compared to 2013
- ▶ Free cash flow of €450 million to €500 million in 2016



IT Services

- ▶ c. 5% revenue CAGR over the 2014-2016 period of which more than half stemming from external growth
- ▶ 100bps to 200bps operating margin improvement compared to 2013



- ▶ Organic revenue growth: 5% to 7% CAGR over the 2014-2016 period
- ▶ Above 200bps increase in OMDA compared to 2013
- ▶ Strategic acquisitions
- ▶ Ambition to complete the IPO* in 2014

* After consultation of European Works Council

Become a Tier 1 and THE preferred European global IT brand

Key levers to support Ambition 2016

- 1 Anchor Atos global **leadership in Managed Services**
- 2 Reinforce **growth and profitability in Systems Integration**
- 3 Bring to market **disruptive and innovative offerings** and pursue **strategic partnerships** with technology leaders
- 4 Enhance **#1 position in Cloud** services in Europe
- 5 Further **expand our foothold in the US** and accelerate growth in **emerging markets**
- 6 Provide **strategic flexibility** to **Worldline** to anchor its **leadership in Payments**

Become a Tier 1 and THE preferred European global IT brand

Anchor Atos global leadership in Managed Services

1

The largest non-US platform to manage, process and store data

- ▶ **Scale** and global footprint
- ▶ **Consulted** for **all** large deals
- ▶ **Leader** in **Data Center Outsourcing** and **Infrastructure Utility Services**
- ▶ **High industry recognition**



Atos journey towards 2016 in MS

- ▶ Focus on **customer satisfaction**
- ▶ **Higher value services** in the revenue mix
- ▶ Reinforcing **end-to-end, Lean** and **Automation**
- ▶ Enhance **sustainable financial performance**

Become a Tier 1 and THE preferred European global IT brand

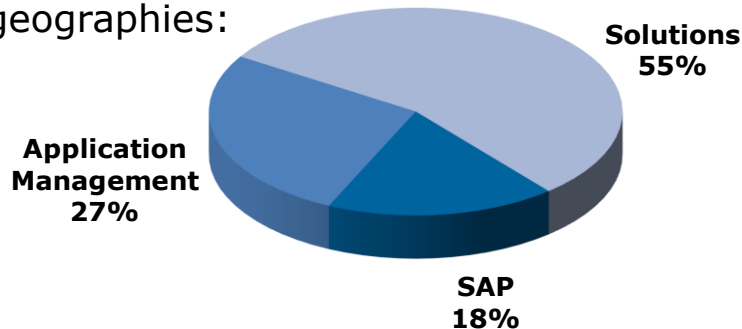
Reinforce growth and profitability in Systems Integration

2

Increased sales and efficiencies

- ▶ **Integration** of SIS
- ▶ **Verticalization** of portfolio

- ▶ Creation of **3 global practices** in all geographies:



- ▶ €2.5 billion annual revenue in 2013e
- ▶ 23,000 direct FTEs worldwide in 52 countries of which 7,500 in 7 offshore locations

Atos journey towards 2016 in SI

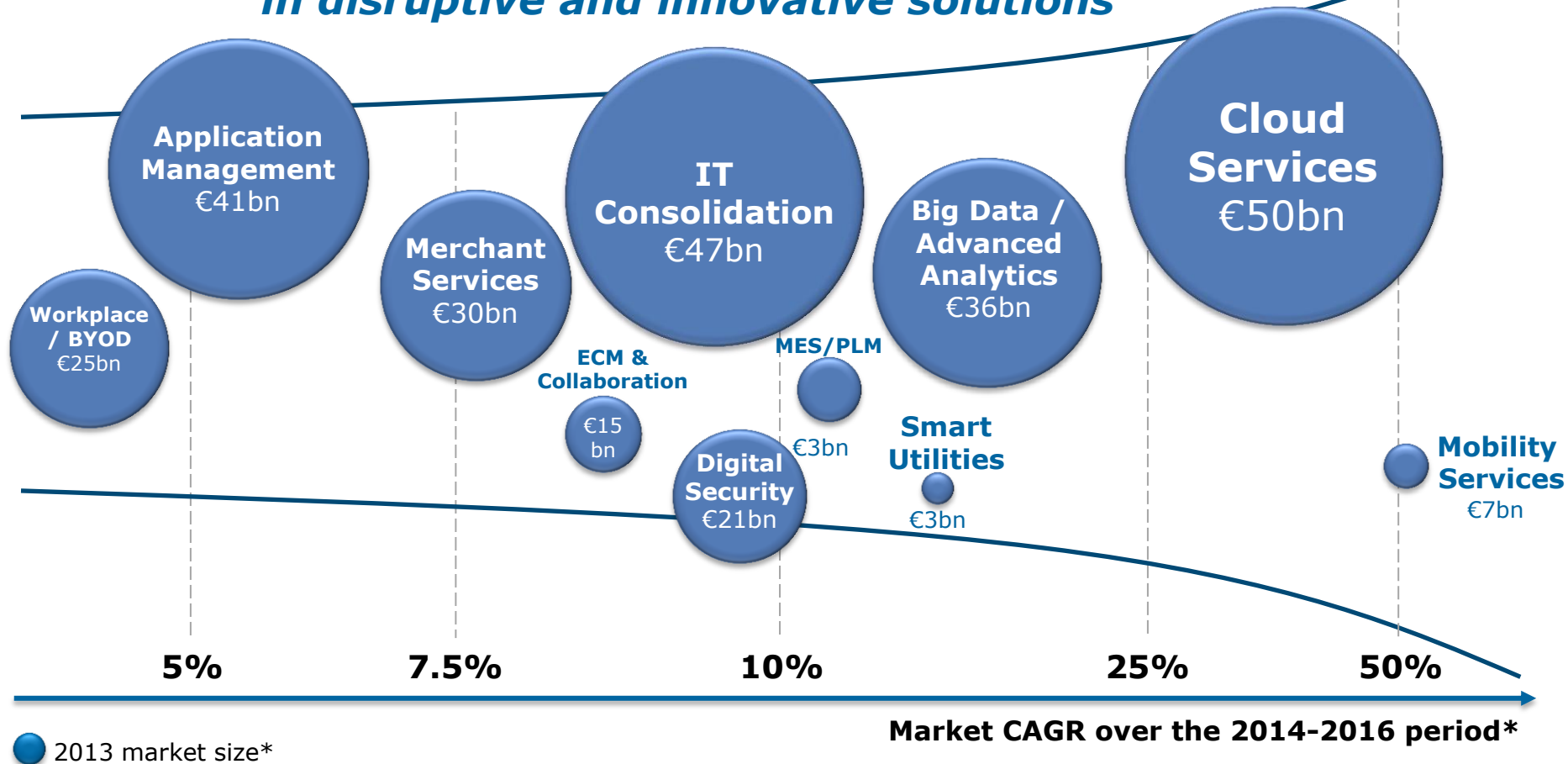
- ▶ More **global**
- ▶ **Vertical market dimension**
- ▶ Increase **offshore**
- ▶ Increase **profitability**
- ▶ **Differentiated offerings**
- ▶ **Optimization** of end-to-end processes

Become a Tier 1 and THE preferred European global IT brand

Growth through new offerings

3

*already c. 40% of Atos revenue realized
in disruptive and innovative solutions*



* Source: Gartner, PAC, Forrester, CIMdata, IDC, OVUM,...

Become a Tier 1 and THE preferred European global IT brand

Pursue global strategic partnerships with technology leaders

3

Enhanced Alliance



Global Strategic Alliances



Global Strategic Cooperation with Siemens

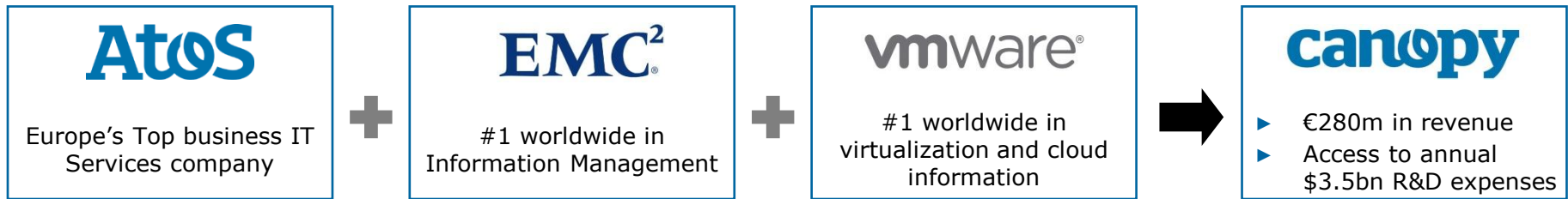
SIEMENS

Bring innovative IT solutions to BtoB markets through global strategic cooperation

Become a Tier 1 and THE preferred European global IT brand

Cloud as a large growth contributor

4



Canopy differentiators vs. competitors

Vs. outsourcers

- ▶ Access to our \$3.5bn R&D p.a.
- ▶ Privileged access to customers and sales channels of parents

Vs. cloud players

- ▶ Focus on Enterprise and Government
- ▶ Capability to provide hybrid cloud, using cloud pure players as suppliers

Ambition 2016

- ▶ At least €700 million revenue
- ▶ c.10% of Atos IT revenues

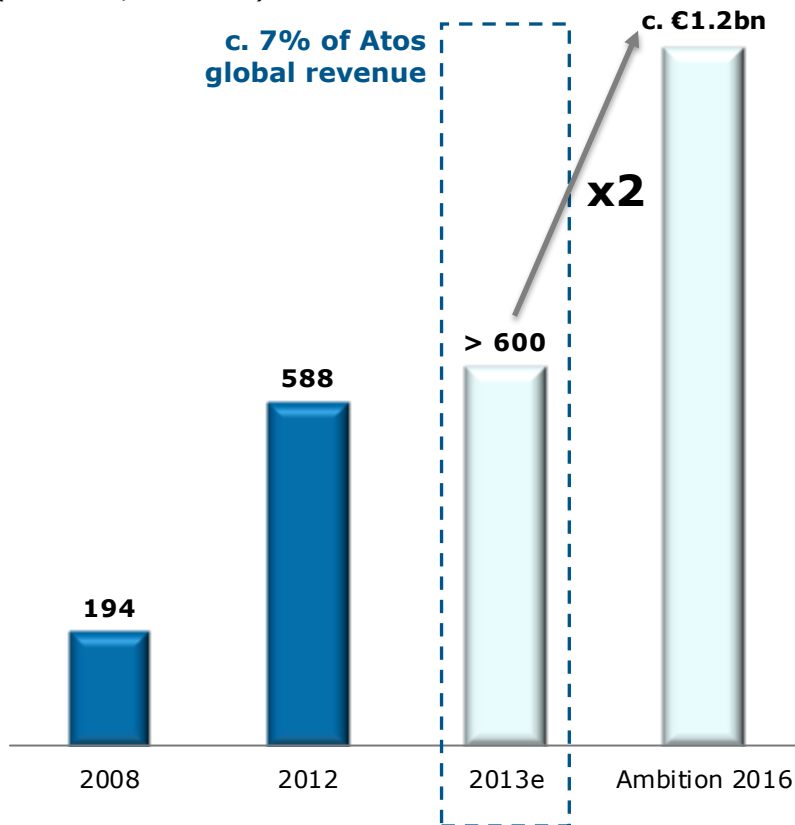
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United States: a priority in IT Services while maintaining strict financial discipline on acquisitions

5

Atos current positioning in the US

(Revenue, € million)



2016 Ambition in the US in IT Services

c. €1.2bn revenue in 2016

Levers for revenue expansion:

- ▶ Commercial efforts to develop current base
- ▶ Leverage on existing contracts with US corporates (McGraw-Hill, Morgan Stanley...)
- ▶ Reinforce partnerships and accelerate external growth

Become a Tier 1 and THE preferred European global IT brand

Emerging countries supporting organic top-line growth

5

Asia Pacific

- ▶ **Leverage** on existing **global clients**
- ▶ **Growth on specific countries** including new markets
- ▶ Push on **disruptive offerings**
- ▶ Leverage on **partnership with Yonyou**

**Ambition to grow
at c. 10%+ CAGR**

India/Middle East/Africa

- ▶ **Middle East:** leverage on existing partnerships
- ▶ **Grow in India** in selected markets
- ▶ Strong **build up on new customer** references
- ▶ Capitalize on **industry expertise** to address strong demand

**Ambition to grow
at 15 to 20% CAGR**



Worldline: a leading player on the full payment value chain

Banks

Payment Systems Processor

- Issuing
- Acquiring
- e/m Payment
- Online Banking

Merchants

End-to-end commerce services

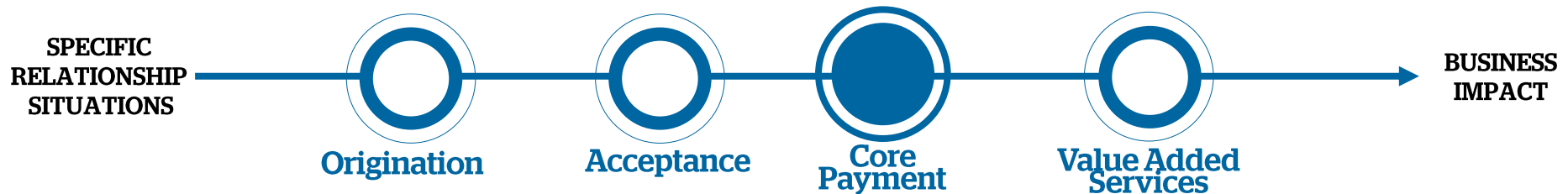
- Omni-Commerce
- e/m Payment
- Commercial acquiring
- Terminals

New Digital Businesses

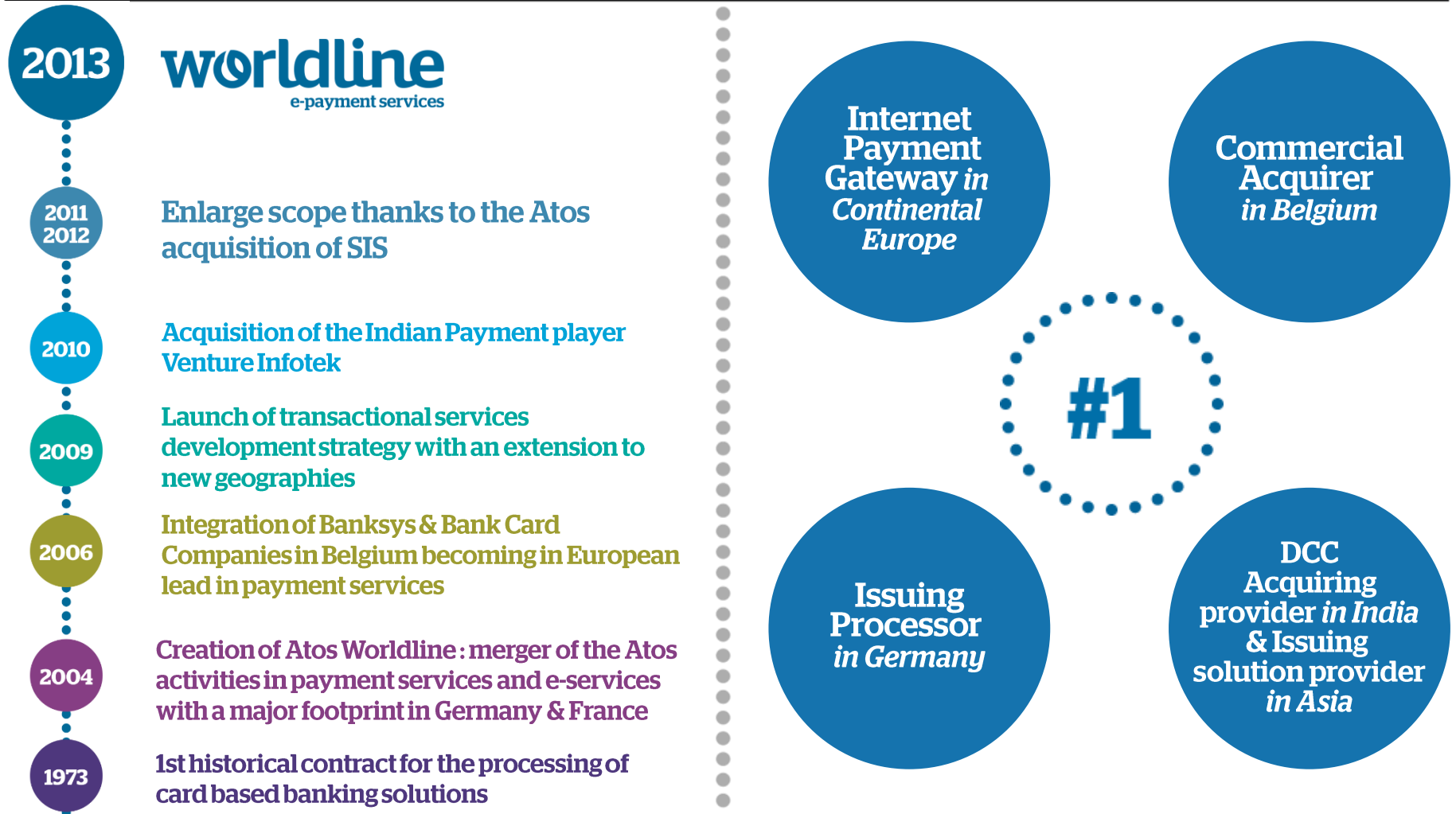
Engagement & transactions systems around Mobility for:

- Government
- Transport
- Industries
- Telecom
- Media
- ...

Integrated Customer Journey



A successful track record based on a mix of organic growth and successful integrations



Three growth trends of the payment markets

1

Payment Market Volume Growth

Continuous
increase of the
number of
electronic payment
transactions

Growing 3x faster
than total
consumer
spending¹

2

Payment Market Digital Transformation

New digital
innovations

- New payment
methods
- New digital
businesses

3

Payment Market Structural Transformation

Regulations & New
Economics

- Outsourcing
opportunities
- Strategic
partnerships

Sources: 1 Moody's Analytics, Euromonitor International Merchant Segment Study 2012

Worldline has all the capabilities to capture the full growth of the payment market

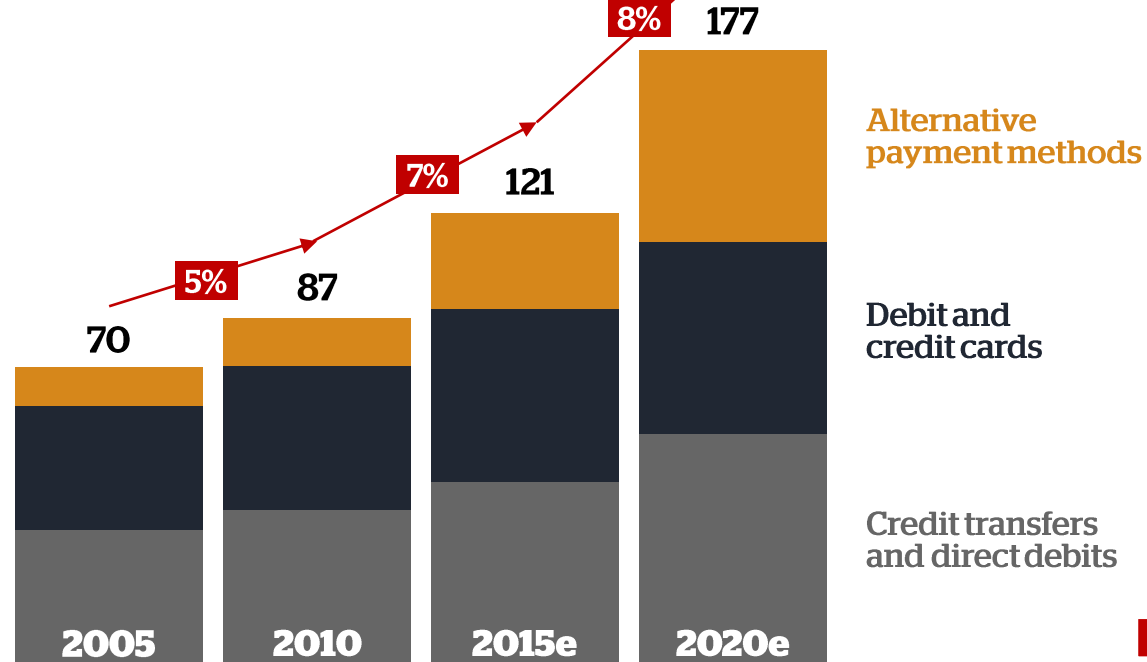
1

MARKET GROWTH +
SCALE EFFECT ++
DIGITAL INNOVATIONS +

Payment Methods



Non cash transactions in Europe Billions

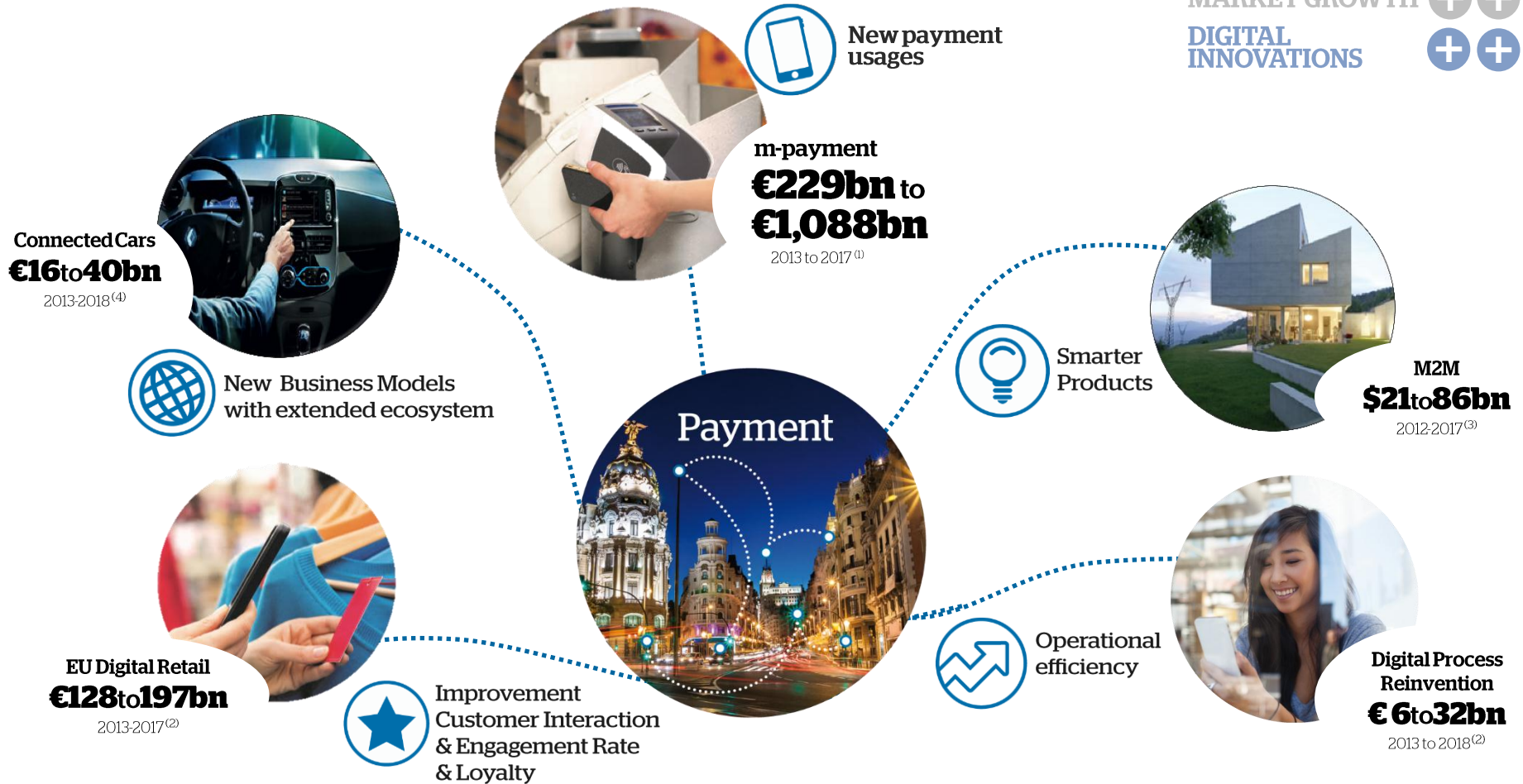


Sources: A.T. Kearney European payment market model - June 2013

The acceleration of new technology adoption enables brand new digital businesses

2

MARKET GROWTH  
DIGITAL INNOVATIONS  

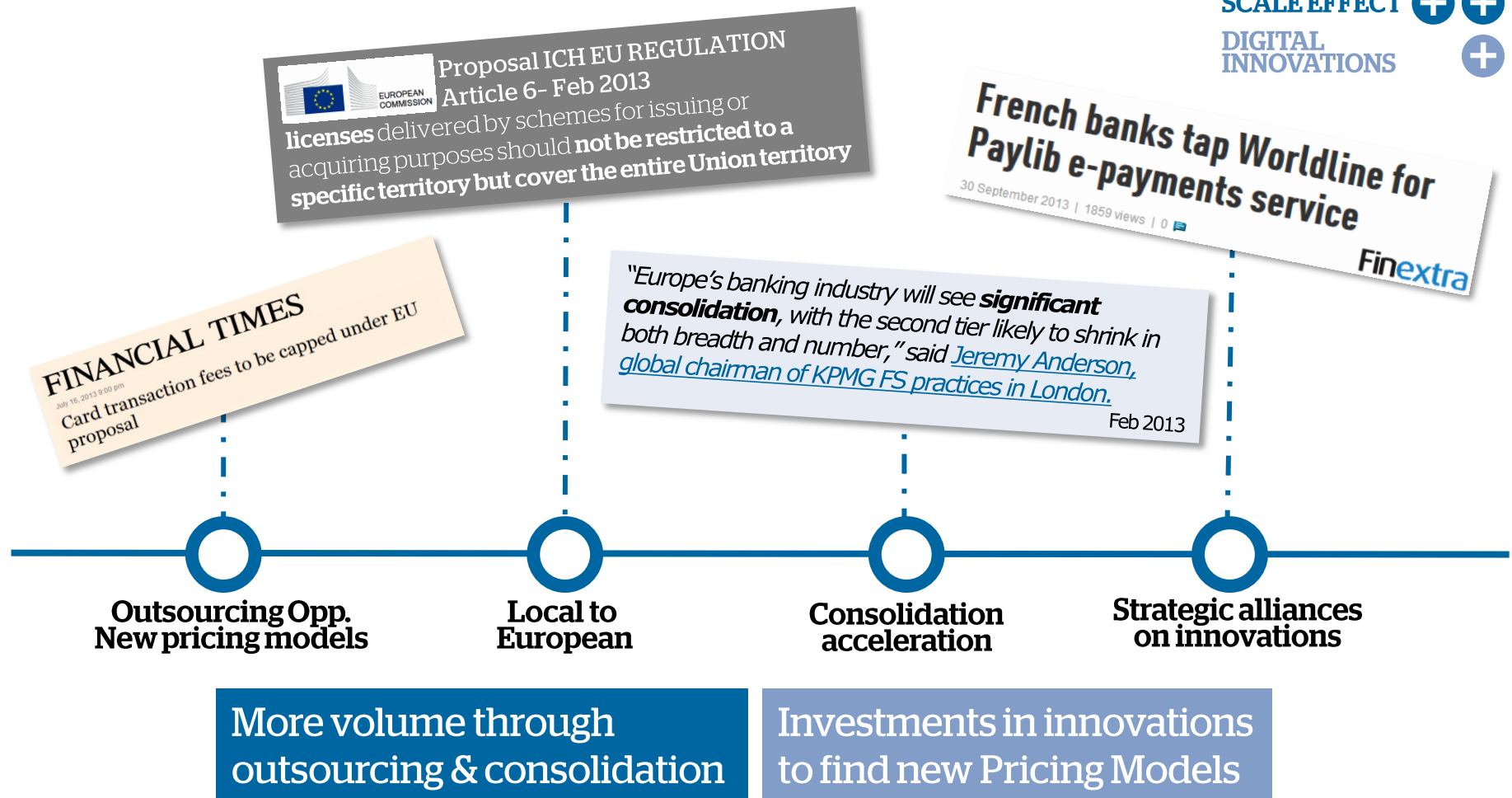


Sources: 1: IDC - 2: Forrester - 3: MarketsandMarkets - 4: GSMA

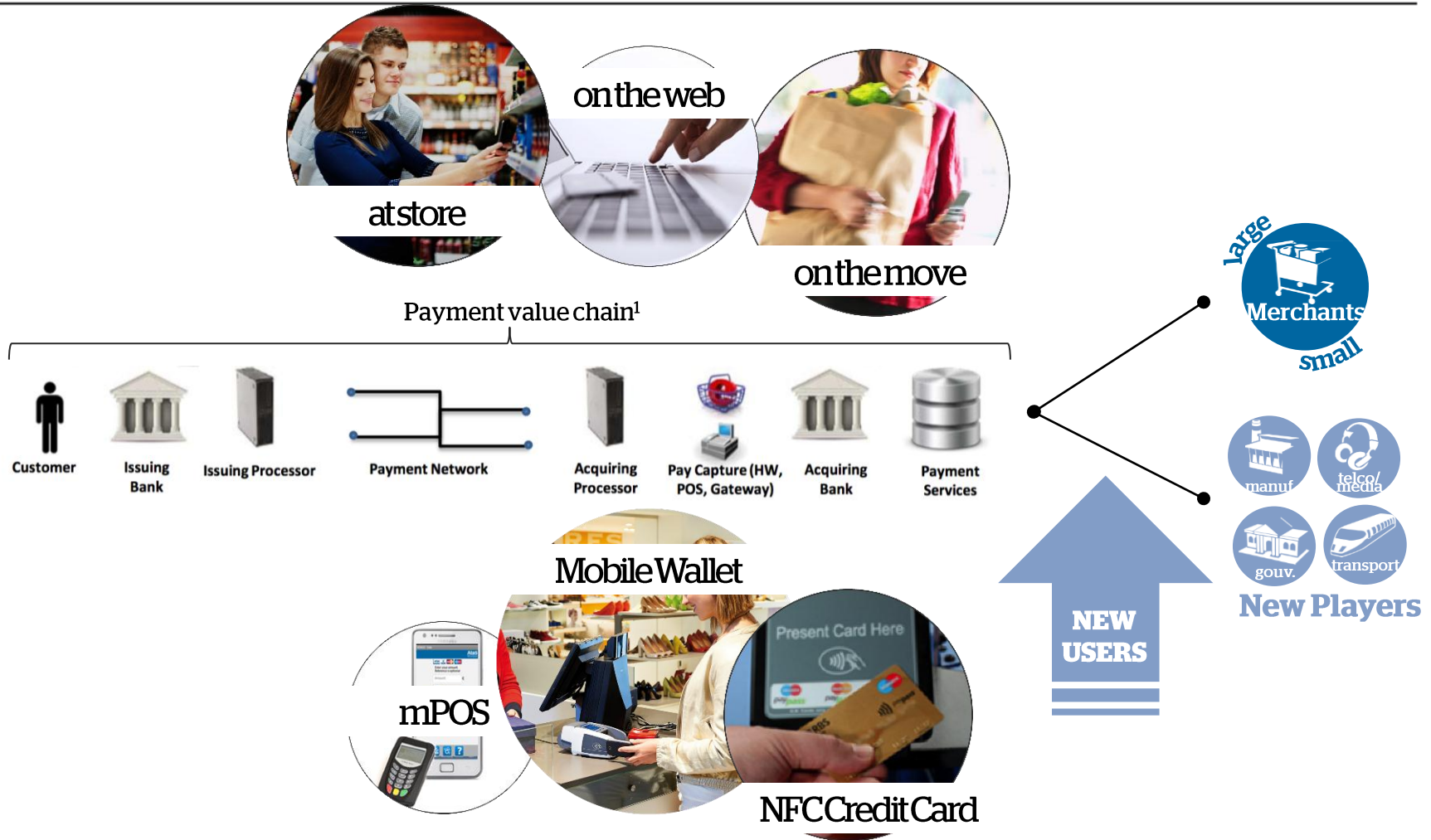
The strategic restructuring of the traditional payment market generates opportunities

3

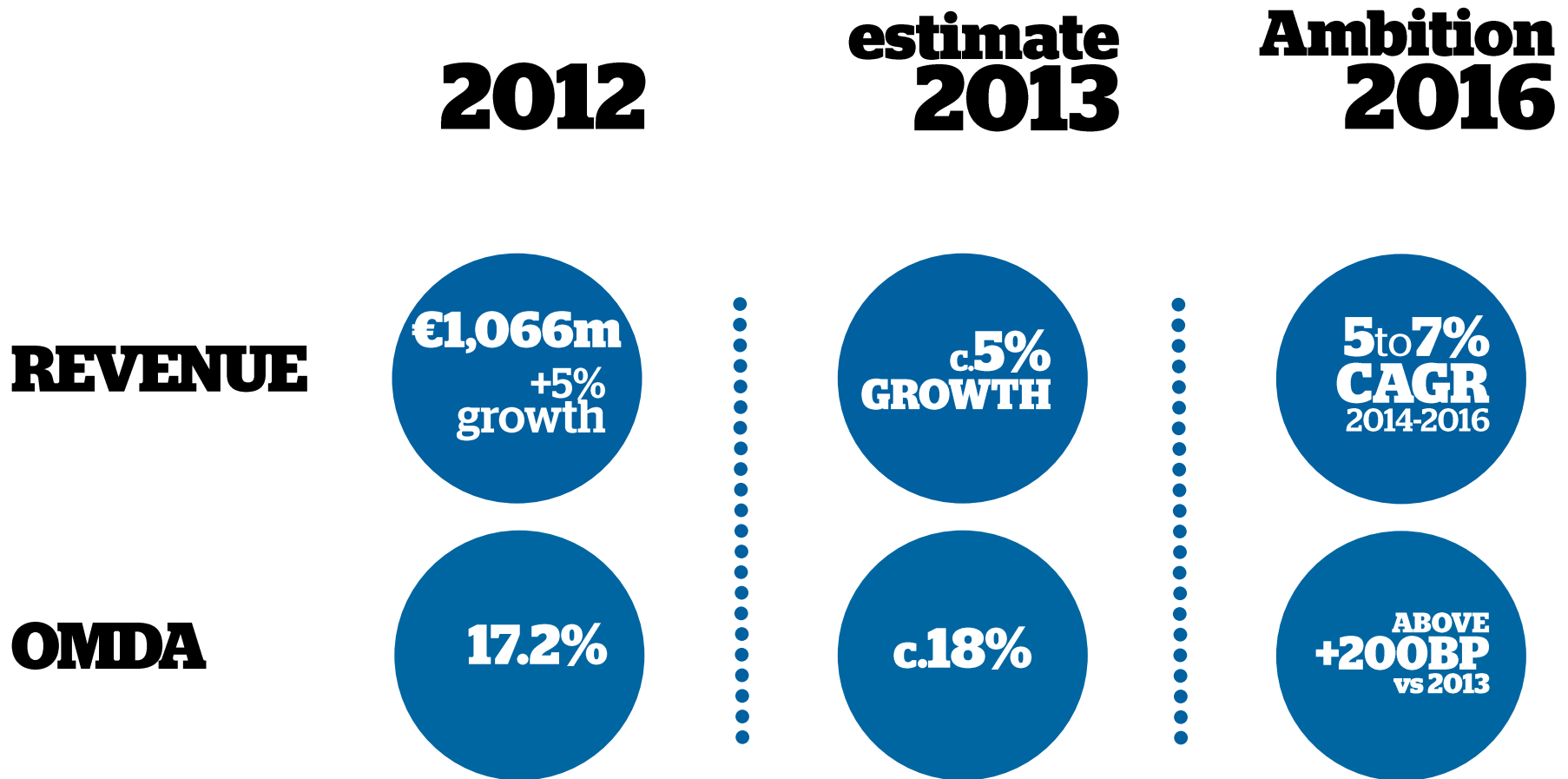
SCALE EFFECT + +
DIGITAL INNOVATIONS +

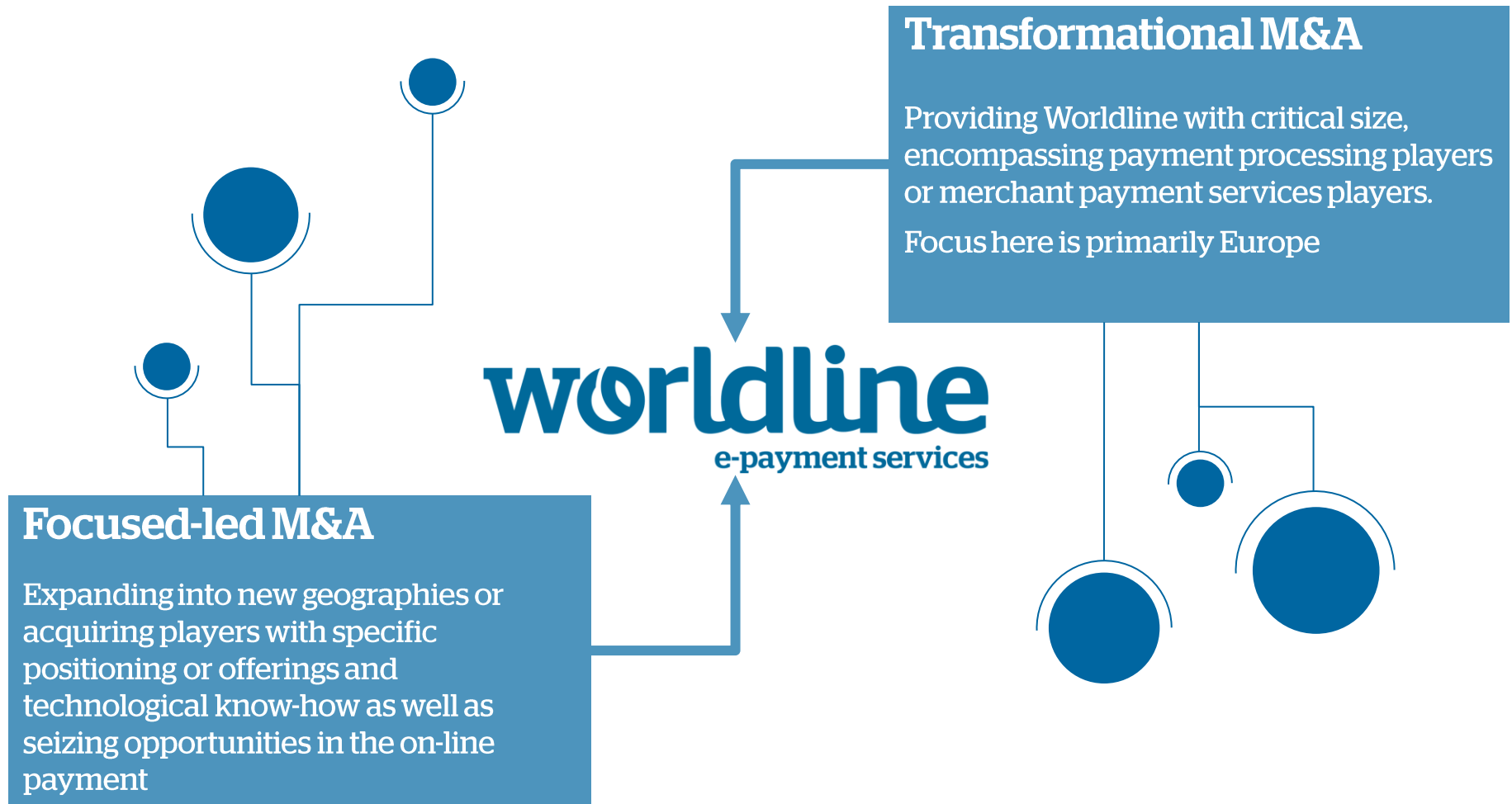


A unique comprehensive positioning for the extended payment value chain

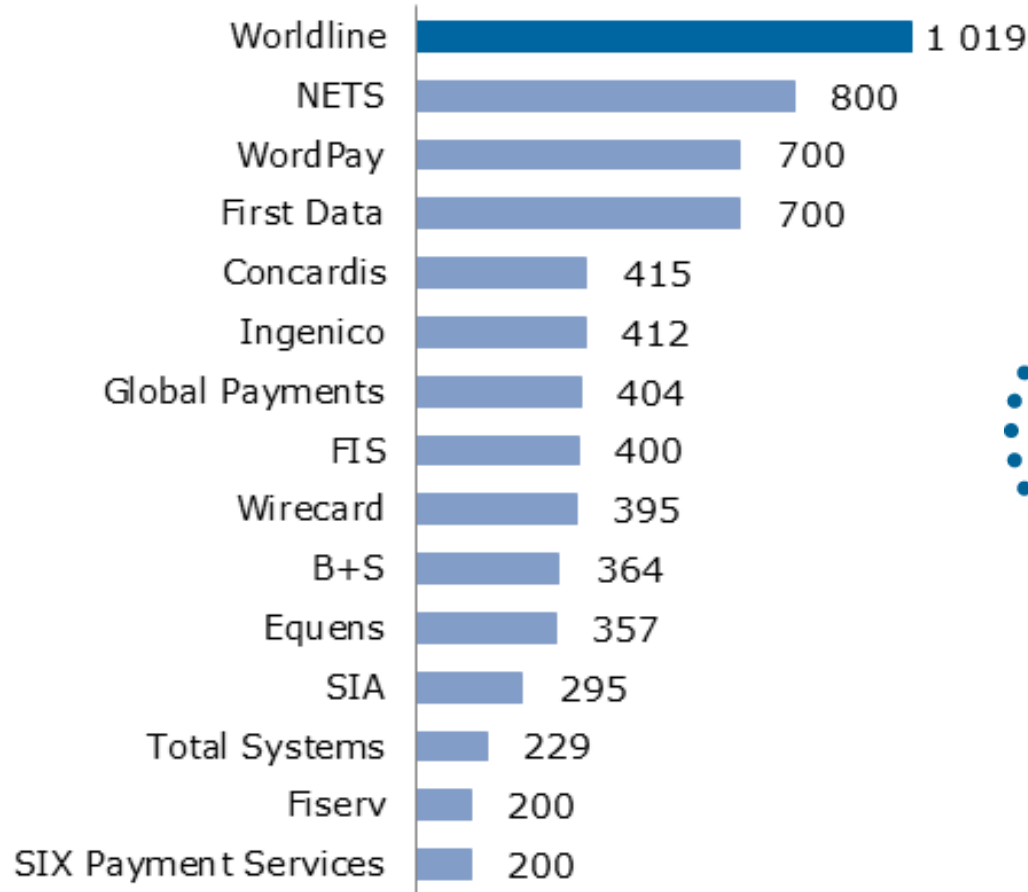


Source: 1-Barclays - The changing payment landscape - Sept 2013





Payment Service Provider Positioning in Europe
(turnover in €m)



The Atos DNA



- **Commitment, progress, accountability, entrepreneurship, customer focus, innovation, and people development**
- **A company deeply involved in corporate and social responsibility**
- **A tier one company with sustainable benefits for its stakeholders and value creation for its shareholders**

Thank you

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September 2013

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